



United States Department of Transportation
TRANSPORTATION SECURITY ADMINISTRATION

400 Seventh Street, S.W.
Washington, D.C. 20590

To: Operation Safe Commerce (OSC) Cooperative Agreement Program Applicants

From: Chief, Grants Administration Branch, Performance Standards and Resource Management Division, Maritime and Land Security

Subject: Request for Applications for the Operation Safe Commerce Cooperative Agreement Program

The Transportation Security Administration (TSA) invites you to submit applications to achieve the goals set forth in this announcement.

Applications shall be prepared and submitted in accordance with the instructions contained in this announcement. Applicants are cautioned to read this announcement carefully.

Total anticipated funding available for Operation Safe Commerce Cooperative Agreement Program is \$26,040,000. Awards under this program are subject to the availability of funds.

Please view the application checklist (Attachment L) before submitting your proposal.

Ronald H. Ouellet
Chief, Grants Administration Branch

Walter "Bud" Hunt, Jr.
Chief, Maritime Cargo Security Branch

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ANNOUNCEMENT NO. 02MLPA0001

I. INTRODUCTION

A. Operation Safe Commerce (OSC) seeks proposals from U.S.-based Load Centers that will meet the broad goals of OSC. The broad goals of OSC are to explore commercially viable options, including business processes and technology prototypes, which support cargo management systems that keep pace with expanding trade. The potential solutions must protect commercial shipments from threats of terrorist attack, illegal immigration, and contraband while minimizing the economic impact upon the transportation system. Proposed solutions must be subjected to operational testing in the actual environment in which they must perform. If these technologies and processes are to be successful and minimize the impact upon all parties, they must employ efficient and inexpensive methods of validating security throughout the supply chain. This includes the process for stuffing and deconsolidating containers, physically securing and monitoring the containers throughout the supply chain, and exchanging timely and reliable information. These cost effective solutions must have the ability to be replicated and scaled for use in commercial shipping applications. See Attachment A for the Federal Register Notice, which provides background information on Operation Safe Commerce. The proposed solutions should compliment ongoing government initiatives such as the Department of Transportation Intelligent Transportation System projects and the U.S. Customs Container Security Initiative (CSI) and the Customs Trade Partnership Against Terrorism (CTPAT).

B. The OSC will explore commercially viable options that support cargo management systems that keep pace with expanding trade while protecting commercial shipments from threats of terrorist attack, illegal immigration, and other contraband. OSC will address three key components to secure the supply chain through pilot projects funded by Transportation Security Administration (TSA).

1. OSC will demonstrate what is needed to ensure that parties associated with commercial shipping exert reasonable care and due diligence in packing, securing and manifesting the contents of a shipment of goods in a container.
2. OSC will also demonstrate various methods to ensure that the information and documentation associated with these shipments is complete, accurate and secure from unauthorized access. These methods may entail transmitting the associated shipping information and documentation in a secure electronic format.
3. OSC will also test supply chain security procedures and practices in order to determine the impact of these procedures when combined with the implementation of enhanced manifest data elements and container sealing procedures (including effective intrusion detection).

C. The ESC will examine the three components to determine the most effective method to lessen the susceptibility of a container shipment to being compromised while in transit in the international or domestic supply chain.

D. This Announcement describes application procedures for the Operation Safe Commerce Cooperative Agreement Program and the procedures TSA will use to determine which proposals it will fund.

II. APPLICATION CLOSING DATE

March 20, 2003, 4:00 PM Eastern Standard Time (See paragraphs III.)

III. APPLICATION DELIVERY INSTRUCTIONS

A. Applications delivered by mail.

1. The applicant should mail its application to: Transportation Security Administration, Office of Maritime & Land Security, Grants Administrator, Workstation 926, West Tower, North Wing, 9th Floor, 701 South 12th Street, Arlington, VA 22202.

2. a. An application received by the Office of Maritime & Land Security after the closing date will not be considered unless it was sent by at least first-class mail no later than 5 calendar days before the closing date or was sent by first-class mail and it was determined by TSA that late receipt was due solely to mishandling after receipt at TSA.

b. Proof of mailing consists of a legibly dated U.S. Postal Service (USPS) postmark; a legible mail receipt with the date of mailing stamped by the USPS; or a dated shipping label, invoice, or receipt from a commercial carrier. A private metered postmark will not be considered as proof of mailing.

NOTE: The USPS does not always provide a dated postmark. Before relying on this method, the applicant should check with its local post office.

B. Applications delivered by hand.

1. An application that is hand delivered shall be taken to the Transportation Security Administration Headquarters, Office of Maritime & Land Security, Grants Administrator, Workstation 926, West Tower, North Wing, 9th Floor, 701 South 12th Street, Arlington, VA 22202. Hand delivered applications will be accepted between 8:30 am and 4:00 pm (EST) daily, except Saturdays, Sundays, and Federal holidays.

2. An application that is hand delivered will not be accepted by the Office of Maritime & Land Security after 4:00 pm (EST) on the closing date.

C. An application that does not meet the delivery requirements above will not be considered for funding.

D. TSA cannot currently accommodate transmission of applications by facsimile or through other electronic media. Therefore, applications transmitted to TSA electronically will not be accepted regardless of date or time of submission and time of receipt.

IV. FEDERAL FUNDS

A. The 2002 Supplemental Appropriations Act for Further Recovery From and Response To Terrorist Attacks on the United States (Public Law 107-206) provided funding for Operation Safe Commerce at the three largest container Load Centers in the U.S. These Load Centers are defined in this Request for Applications (RFA). Total anticipated funding under this program is \$26,040,000.

B. Funding for the Operation Safe Commerce Cooperative Agreement Program is subject to the availability of funds. Applications will be processed to point of award. The Government will obligate funds through an award signed by the Grants Officer. Please note that the Government is not liable for any costs incurred prior to the signing of an award by the Grants Officer.

C. TSA will provide full or partial funding for selected projects based upon comments received from the evaluators, program manager, and the OSC Executive Steering Committee (ESC). TSA encourages applicants to cost share proposed project costs.

D. All projects must be completed within 12 months of the effective date of the cooperative agreement.

V. GOVERNMENT INVOLVEMENT STATEMENT

A. The nature of the federal involvement is to work cooperatively with the Load Centers to carry out Operation Safe Commerce. The government, through the Transportation Security Administration, shall advise, and assist the Load Centers as necessary to accomplish the projects funded under Operation Safe Commerce. The government will be substantially involved in the selection of supply chains to be examined, identification and selection of solutions to improve supply chain security, and the design and testing of those solutions. The technical monitor of this cooperative agreement is Walter (Bud) Hunt or the Chief, Maritime Cargo Security Branch, Maritime and Land Security, Transportation Security Administration. The Grants Administrator of this cooperative agreement is Ronald Ouellet or the Chief, Grants Administration Branch, Maritime and Land Security, Transportation Security Administration.

B. The OSC Executive Steering committee (ESC) will provide guidance and support to OSC projects either directly or through the technical monitor or grants

administrator so the ESC can integrate with broader governmental objectives and best guide governmental efforts to address container security and efficiency.

VI. DEFINITIONS

A. **Budget Period** means the interval of time (usually 12 months) into which the project period is divided for budgetary and reporting purposes.

B. **Cost Sharing** means that portion of allowable project costs not borne by the Federal Government, including the value of in-kind contributions.

C. **Cooperator** means the Load Centers/Ports designated in the cooperative agreement award document as the responsible legal entity to which a cooperative agreement is awarded.

D. **Load Centers** means the Ports of Los Angeles and Long Beach, Ports of Seattle and Tacoma, and the Port Authority of New York and New Jersey. Specific contacts at each Load Center are provided in Attachment B to this RFA.

E. **Others eligible to apply** means persons and entities representing components of the supply chain, which must seek funding through the eligible load centers.

F. **Overseas customer** means those businesses or organizations with which a port, load center, or stakeholder conducts the business of shipping goods. For the purposes of this RFA this means the organization or individual controlling the point of origin of a shipment. The point of origin can be either the premises of the manufacturer and/or the location where a container is being stuffed; the point where the container enters the supply chain.

G. **Partnership** means participants in the supply chain such as all affected shippers (e.g., exporters, importers, manufacturers), carriers (all modes), intermediaries (e.g., freight forwarders, freight consolidators, freight brokers), terminal operators, representatives from local labor organizations involved in supply chain, local federal DOT and Customs, and other relevant local and State governmental officials as needed, depending on the supply chain being proposed. The partnership must include individuals or organizations that propose methods, practices, or technical solutions to enhance security regardless of whether they receive full or partial reimbursement or donate services, supplies, hardware, or technical solutions at no cost to the Load Centers or OSC. The partnership is under the direction of the Load Center.

H. **Program Manager** is the individual designated by TSA who will work with the recipient to ensure that technical requirements, as detailed in the cooperator's proposal, are being met. The Program Manager's responsibilities include, but are not limited to, providing technical guidance on the project, resolving recipient questions about TSA technical standards, and coordinating schedules, deliveries and exchange of materials.

I. **Project Director** is the individual designated by the award recipient responsible for the technical direction of the project. The Project Director cannot be changed or become substantially less involved than was indicated in the recipient's proposal without prior written approval of the Grants Officer.

J. **Project period** means the total length of time, as stated in the award document and modifications thereto, if any, during which Federal sponsorship begins and ends.

VII. APPLICANT ELIGIBILITY

The Load Centers as defined in this RFA (see Paragraph VI) are eligible to submit an application for funding consideration under this program. Partnerships and other organizations representing the supply chain may submit proposals to the eligible Load Centers.

VIII. PROPOSAL APPROVAL

A. The Chief Operating Officer of the eligible port shall review the application for adherence to the terms of this RFA, prepare and sign SF-424, Application for Federal Assistance, (See Form A of RFA), and submit the application by the closing date for inclusion in the national competition.

B. Eligible ports may submit multiple proposals under a single application. Each proposal must be clearly segregated and include separate budget sheets. Each proposal will be considered separately.

IX. PROPOSALS NOT ELIGIBLE FOR FUNDING

A. Proposals will not be considered from Load Centers not listed in Paragraph VI.

B. Proposals that do not comply with the terms of the Request for Applications.

C. Proposals from U.S. Government agencies will not be considered.

D. Proposals in which there is a real or apparent conflict of interest.

X. COLLABORATION BY FEDERAL EMPLOYEES

A. Federal employees are prohibited from serving in any capacity (paid or unpaid) on any proposal submitted under this Announcement prior to the award of the cooperative agreement.

B. Federal employees may not receive federal funds under these awards.

C. After issuance of a cooperative agreement award, federal employees may, and are encouraged to, collaborate with the Load Center Partnership.

XI. SENSITIVE SECURITY INFORMATION

A. Although records held by Federal agencies are subject to the Freedom of Information Act (FOIA), information submitted by applicants under the Operation Safe Commerce Cooperative Agreement Program will be considered “Sensitive Security Information” for FOIA purposes. Information on the “Sensitive Security Information” FOIA category is contained in 49 CFR Part 1520, published in the 22 February 2002 Federal Register, 67 FR 8340. Applications may also contain “trade secret and commercial or financial information” which would not be publicly released under Exemption 4.

B. Under 49 U.S.C. 40119 and 49 CFR Part 1520, Sensitive Security Information, is not available for public inspection or copying and information in these records will not be released to the public. Information that may not be released may include, but not limited to, references to vulnerabilities, risk, safeguards/mitigation (countermeasures), threats or any other information or data referred to in 49 CFR 1520.

C. Applicants MUST PLACE the following legend on their proposals and any supporting information submitted under the Operation Safe Commerce Cooperative Agreement Program which contains information of the type described above:

SENSITIVE SECURITY INFORMATION/FOR OFFICIAL USE ONLY

WARNING: THIS DOCUMENT CONTAINS *SENSITIVE SECURITY INFORMATION* THAT IS CONTROLLED UNDER THE PROVISIONS OF 49 CFR PART 1520. NO PART OF THIS DOCUMENT MAY BE RELEASED WITHOUT THE WRITTEN PERMISSION OF THE UNDER SECRETARY OF TRANSPORTATION FOR SECURITY, WASHINGTON, DC 20590. UNAUTHORIZED RELEASE MAY RESULT IN CIVIL PENALTY OR OTHER ACTION. FOR U.S. GOVERNMENT AGENCIES, PUBLIC AVAILABILITY TO BE DETERMINED UNDER 5 U.S.C. 552.

D. Information identified as Sensitive Security Information will be handled according to procedures for handling sensitive but unclassified (SBU) information, company proprietary information, including proposals, or Source Selection Sensitive Information.

XII. COST SHARING

A. TSA encourages cooperators to consider cost sharing of the project costs.

B. Cost sharing funds shall be obligated during the project period.

C. Cost sharing funds obligated shall be reflected on line 11.f of each Request for Advance or Reimbursement, SF 270, and on line 10.b of each Financial Status Report, SF 269A

D. Federal funds shall not be used for cost sharing.

E. Cost sharing funds are subject to audit.

XIII. DURATION OF PROJECT

Proposed projects shall be one year or less in duration. All funded projects will have a one year project period.

XIV. PROPOSAL REVIEW, SELECTION, AND AWARD PROCESS

A. Applications will be initially screened for overall eligibility, completeness, and conformance with the requirements of the Announcement package. Non-responsive applications will not be considered. The applicant will be promptly notified in writing with the reason(s) why the application was found to be non-responsive.

B. Each proposal which meets the requirements of this RFA will be evaluated by a National Review Team consisting of federal government representatives from several federal agencies including, U.S. Customs, Department of Transportation, Transportation Security Administration, Coast Guard, Department of Commerce, and the Container Working Group. The National Review Team will evaluate proposals in accordance with the criteria listed below. Each criterion (or factor) will carry the significance noted (as expressed in a percentage) in the evaluation.

1. Relevance and importance. (25 percent) This factor considers the relevance and importance of the proposed activities as they relate to the OSC program goals, including regional emphasis and types of cargo.
 - Preference will be given to projects that address the recommendations of the Container Working Group, projects associated with the Department of Transportation Intelligent Transportation System, projects associated with the U.S. Customs Trade Partnership Against Terrorism (C-TPAT), and projects associated with the U.S. Customs Container Security Initiative (CSI).
2. Candidate Supply Chains. (25 percent) This factor considers the complexity of the candidate supply chain taking into account the point of origin, final destination and all waypoints and the types of cargo.
3. Stakeholder Involvement. (20 percent) This factor considers the proposed operational test and methodology to determine how it accomplishes OSC goals, as evidenced by a clear description of roles and responsibilities of all stakeholders and considers the partnership's commitment to insure that the proposed project will be completed.
4. Technical quality of the proposal. (20 percent) This factor considers the technical merit of the proposed approach and the probability of achieving positive results within the designated period.

5. Appropriateness and reasonableness of the budget. (10 percent) This factor considers whether the proposed budget is commensurate with the level of effort needed to accomplish the project objectives and whether the cost of the project is reasonable relative to the value of the anticipated results.

C. The National Review Team will make recommendations and provide advice by ranking proposals into priority groupings for use by the Executive Review Board. The Executive Review Board consisting of OSC Executive Steering Committee (ESC) will conduct a final review.

D. Proposals recommended for funding will be forwarded to the Secretary for approval. Awards will be made directly to the eligible Load Centers submitting the proposal.

E. Award recipients must comply with Attachment G, Special Terms and Conditions, and Attachment H, General Terms and Conditions.

XV. APPLICATION AND PROPOSAL CONTENTS

Applicants shall submit one unbound, signed original and 8 rubber-banded or binder-clipped copies of the proposals. When multiple proposals are submitted under a single application, each proposal must not exceed 15 single-spaced pages (including any figures, tables, references, appendices, resumes, etc.), and the type size shall not be smaller than 12 pitch/10 point type, page margins shall be no less than 1 inch from top and bottom, and left and right. The signed assurances, certifications, and proof of the federally approved indirect cost rate agreement shall be submitted with the original application only. These documents do not count against the 15-page proposal total. In addition, the supply chain security remarks (see Attachment D) shall not count against the 15-page proposal total. All proposal pages shall be numbered. In addition, the applicant shall submit a compact disc (CD) of the complete proposal utilizing Microsoft Office applications (such as, Microsoft Word (.doc), Microsoft PowerPoint (.ppt), Microsoft Excel (.xls), Adobe PDF File (.pdf)). The CD shall be clearly labeled and contain each proposal in a separate file.

A. Each application shall consist of the following items:

1. Signed SF 424, Application for Federal Assistance (Form A)
2. Signed Cost Share Commitment Letter (if cost sharing is offered)
3. Signed Assurances and Certifications
4. Facilities and Administrative Rate Agreement (Indirect Costs) – Indicate F&A rate(s), approving agency and date approved.

B. Each proposal shall consist of the following items:

1. Technical proposal (project plan)
2. Budget Breakdown (Form B)
3. Budget Justification (Form C)

Form B (Budget Breakdown), and Form C (Budget Justification) should be considered worksheets.

C. Additional Instructions:

1. **Application for Federal Assistance, Standard Form (SF) 424.** Use the SF 424 (Form A) as the cover sheet for the application. The SF 424 must be signed by an authorized representative of the Ports of Los Angeles, Long Beach, Seattle, Tacoma or the Port Authority of New York and New Jersey. The Catalog for Federal Domestic Assistance (CFDA) number is 20.421 and the program title is Operation Safe Commerce.
2. **Cost Share Commitment Letter (if cost sharing is offered).** The applicant shall provide a cost-sharing agreement (letter) signed by an official authorized to commit applicant to a cost share or a third party, in-kind contribution signed by an official authorized to commit the third party. (See Attachment K – Sample Letter)
3. **Assurances.** The authorized certifying official of the applicant shall certify Attachment I. Include this form with the original application only.
4. **Certifications for Federal Assistance.** The authorized certifying official of the applicant shall sign Attachment J. Include this form with the original application only.
5. **Proposals.** Each proposal shall consist of the following elements:
 - a. **Title:** Concise but descriptive.
 - b. **Applicant**
 - Organization Name
 - Organizational Unit
 - Street Address
 - City, State, Zip Code
 - c. **Applicant Dun & Bradstreet D-U-N-S Number:** An applicant may obtain a D-U-N-S number by contacting Dun & Bradstreet at 1-888-814-1435 or register online at <http://www.dnb.com>. Applicants are encouraged to obtain this number, if they do not already have one, as soon as possible.

- d. **Authorized Organization Representative:** Name, Title Telephone Number, Email Address
- e. **Total Project Cost**
 - Total Federal Amount.
 - Total Non-Federal Amount.
- f. **Project Period:** Not to exceed 12 months.
- g. **Project Director:** Provide name, company/organization, email address, and telephone number.
- h. **Abstract:** The abstract shall be no longer than one single-spaced page, should include identification of the problem and a summary of the approach, project objectives, anticipated results, and the implications of the project results.
- i. **Biographical Summary of Key Personnel:** Provide a brief biographical summary or resume of key personnel summarizing experience directly related to the proposed project. The biographical summary should not exceed 1 page.
- j. **Proposed Budget.** If more than one task is proposed, the budget should include a breakdown of costs by task. Personnel costs are not allowable for funding under this program. The proposed budget shall be prepared in the following order and must include the amount proposed for each of the following items:
 - 1. **Equipment.** Show the cost of all special-purpose equipment necessary for achieving the objectives of the project. "Special-purpose equipment" means scientific equipment having a useful life of more than 1 year and having an acquisition cost of \$5,000 or more per item. Each item should be itemized and include a full justification. (General – purpose equipment must be purchased from the applicant's operating funds.)
 - 2. **Supplies.** Enter the cost for all tangible property. Include the cost of office, laboratory, computing, and field supplies separately. Provide detail on any specific item, which represents a significant portion of the proposed amount. If fabrication of equipment is proposed amount. If fabrication of equipment is proposed, list parts and materials required for each and show costs separately from the other items.
 - 3. **Services or Consultants.** Identify the tasks or problems for which such services would be used. List the contemplated sub recipients by name (including consultants), the estimated amount of time required, and the quoted rate per day or hour. If known, state

whether the consultant's rate is the same as s/he has received for similar services or under government contracts or assistance awards.

4. **Travel.** State the purpose of the trip and itemize the estimated travel costs to show the number of trips required, the destinations, the number of people traveling, the per diem rates, the cost of transportation, and any miscellaneous expenses for each trip. Calculations of other special transportation costs (such as charges for use of applicant – owned vehicles or vehicle rental costs) should also be shown. Travel costs shall include two trips for two individual representing each Load Center to brief the Operation Safe Commerce Executive Steering Committee in Washington, DC or its immediate area.
 5. **Audits.** The fair share of the cost of the single audit is an allowable cost provided that the audit was conducted in accordance with the requirements of OMB Circular A-133, the OMB Circular A-133 Compliance Supplement, and Government Auditing Standards.
 6. **Other direct cost.** Itemize the different types of costs not included elsewhere; such as, shipping, computing, equipment – use charges, or other services. Provide breakdowns showing how the cost was estimated; for example, computer time should show the type of computer, estimated time of use, and the established rates.
 7. **Total direct cost.** Total items 1 – 6.
 8. **Facilities and Administrative (F&A) costs.** Show the federally approved F&A rate, cost base, and proposed amount for allowable indirect costs based on the cost principles applicable to the applicant's organization.
 9. **Amounts proposed.** Total items 7 & 8
 10. **Total project cost.** Total Federal and non-Federal amounts.
- k. **Significance of the project:** Discuss the specific problem being addressed and its importance. Include a discussion of the significant contributions the project will make to enhance national security.
- l. **Project plan:** The project plan shall specifically address the following in the exact headings and sequence as they are listed:
1. Relevance and importance. Each proposal should identify, analyze, and prototype secure and efficient supply chains through the following key components:

- A. Identify and describe each candidate supply chain as explained in Attachment C to include representatives of all components of the supply chain;
- B. Each candidate supply chain shall include a description of security in the specific supply chain. The description shall include security at each location including the point of origin of each shipment, each location/waypoint, to its final destination. This shall include the security of the shipment itself (i.e., the security of the facility and the people where the container is stuffed) and the information that describes the shipment. These remarks shall be provided using the information provided in Attachment D;
- C. Describe proposed methods of securing each supply chain from the point of origin of the shipment, each location/waypoint, to its final destination. Methods of securing the supply chain may include technological solutions, business practices, or a combination of both. When appropriate, proposed solutions should include but not be limited to the following:
 - i. Recommendations from the Container Working Group contained in Attachment E;
 - ii. Projects associated with the Department of Transportation Intelligent Transportation System described in Attachment F;
 - iii. Projects associated with the U.S. Customs Trade Partnership Against Terrorism (C-TPAT);
 - iv. Projects associated with the U.S. Customs Container Security Initiative (CSI).
- D. Describe the proposed method of monitoring the movement and integrity of cargo in transit (e.g., pilot the use of existing commercial-off-the-shelf (COTS) technology and emerging technologies such as global positioning system (GPS) transceivers, sensors, electronic seals, container design, and data querying);
- E. Describe the existing method of communicating cargo information used by federal agencies, carriers, and shippers. Describe proposed enhanced communication systems that may improve cargo security through communication of cargo information between federal agencies, carriers, and shippers;
- F. Describe the proposed operational test of each prototyped solution for securing each candidate supply chain identified under 1.a above. The operational test shall be conducted in the identified supply chain. The operational test shall expose

the proposed solution to the same or similar conditions which could be reasonably expected to occur during actual operations including appropriate environmental conditions and industry practices; and

- G. Describe the methodology to be used to estimate the cost and benefits of the proposed solutions for securing each supply chain.

2. Candidate Supply Chains.

- A. Each proposal shall include supply chains that represent the typical patterns of container activity at the Load Center; and
- B. Each proposal shall include one or more of the following, if appropriate:
 - i. Supply chain through a Load Center to or from a location in Canada;
 - ii. Supply chain through a Load Center to or from a location in Mexico;
 - iii. Supply chains originating in specific countries of interest;
 - iv. Supply chain through a Load Center and which includes a shipment to or originating from major and minor ports or port authorities and feeder port locations, their overseas customers and port partners, and the shipping lines serving these locations;
 - v. Supply chain that includes the shipment in bulk packagings of a substance defined as Hazard Class 1, 2, 3, 4, 5, 6, or 8 in Title 49 Code of Federal Regulations, Subchapter C (Hazardous Materials Regulations); or
 - vi. Supply chain that includes the export shipment of a substance defined as Hazard Class 7 (Radioactive Materials) in Title 49 Code of Federal Regulations, Subchapter C (Hazardous Materials Regulations).

3. Stakeholder Involvement. Each proposal shall describe how the proposed operational test will complement and include stakeholders currently participating in existing freight and information system operational tests sponsored by DOT, and the CST and C-TPAT supply chain security initiatives currently underway by Customs.

- A. Identify and describe the roles and responsibilities of all stakeholders. The Load Centers must establish a primary and alternate point of contact to interface with the ESC.
Applicants are encouraged to include representatives from all components of the supply chain, including major and minor ports or port authorities and feeder locations, their overseas

customers and port partners, and the shipping lines serving these locations.

- B. The Load Center must provide a letter that describes and quantifies the roles and assets that the members of the partnerships will contribute.
- C. The partnership must be willing to have all information resulting from the analysis available to supply chain participants. Prototyped solutions should reside in the public domain. Proprietary information (i.e., data relating to specific, identifiable transactions or assets of participants that are sensitive and of commercial value to their competitors, or reveals specific threats to the supply chain that could be exploited) is not considered to be part of the public domain for purposes of these analyses and operational tests, and will be made available only by authorized release from the owner of the information.